

**11/22/77**

Folder Citation: Collection: Office of Staff Secretary; Series: Presidential Files; Folder:  
11/22/77; Container 52

To See Complete Finding Aid:

[http://www.jimmycarterlibrary.gov/library/findingaids/Staff\\_Secretary.pdf](http://www.jimmycarterlibrary.gov/library/findingaids/Staff_Secretary.pdf)

THE PRESIDENT'S SCHEDULE

Tuesday - November 22, 1977

---

8:15 Dr. Zbigniew Brzezinski - The Oval Office.

8:45 Mr. Frank Moore - The Oval Office.

10:00 Medal of Science Awards. (Dr. Frank Press).  
Room 450, EOB.

10:30 Mr. Jody Powell - The Oval Office.

11:00 Presentation of Diplomatic Credentials.  
(Dr. Zbigniew Brzezinski) - The Oval Office.

11:45 Vice President Walter F. Mondale, Admiral  
Stansfield Turner, and Dr. Zbigniew Brzezinski.  
The Oval Office.

12:30 Lunch with Mrs. Rosalynn Carter - The Oval Office.

2:00 Budget Review Meeting. (Mr. James McIntyre).  
(2 hrs.) The Cabinet Room.

THE WHITE HOUSE

WASHINGTON

Date: November 22, 1977

MEMORANDUM

**FOR ACTION:**

Stu Eizenstat  
Frank Moore (Les Francis)  
Jack Watson  
Jim McIntyre

**FOR INFORMATION:**

The Vice President  
Bob Lipshutz

**FROM:** Rick Hutcheson, Staff Secretary

**SUBJECT:** Adams memo dated 11/22/77 re Response to the Boston Plan and Location of Rail Maintenance Facility in the Northeast Corridor

**YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:**

**TIME:** 11:00 AM

**DAY:** Monday

**DATE:** November 28, 1977

**ACTION REQUESTED:**

☒ Your comments

Other:

**STAFF RESPONSE:**

☐ I concur.

☐ No comment.

*Please note other comments below:*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE  
WASHINGTON

|                                     |                           |
|-------------------------------------|---------------------------|
| <input checked="" type="checkbox"/> | FOR STAFFING              |
| <input type="checkbox"/>            | FOR INFORMATION           |
| <input type="checkbox"/>            | FROM PRESIDENT'S OUTBOX   |
| <input type="checkbox"/>            | LOG IN/TO PRESIDENT TODAY |
| <input type="checkbox"/>            | IMMEDIATE TURNAROUND      |

| ACTION                              | FYI                                 |           |
|-------------------------------------|-------------------------------------|-----------|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | MONDALE   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | COSTANZA  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | EIZENSTAT |
| <input type="checkbox"/>            | <input type="checkbox"/>            | JORDAN    |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | LIPSHUTZ  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | MOORE     |
| <input type="checkbox"/>            | <input type="checkbox"/>            | POWELL    |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | WATSON    |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | LANCE     |
| <input type="checkbox"/>            | <input type="checkbox"/>            | SCHULTZE  |

|                          |                 |
|--------------------------|-----------------|
| <input type="checkbox"/> | ENROLLED BILL   |
| <input type="checkbox"/> | AGENCY REPORT   |
| <input type="checkbox"/> | CAB DECISION    |
| <input type="checkbox"/> | EXECUTIVE ORDER |

Comments due to  
Carp/Huron within  
48 hours; due to  
Staff Secretary  
next day

|                          |            |
|--------------------------|------------|
| <input type="checkbox"/> | ARAGON     |
| <input type="checkbox"/> | BOURNE     |
| <input type="checkbox"/> | BRZEZINSKI |
| <input type="checkbox"/> | BUTLER     |
| <input type="checkbox"/> | CARP       |
| <input type="checkbox"/> | H. CARTER  |
| <input type="checkbox"/> | CLOUGH     |
| <input type="checkbox"/> | FALLOWS    |
| <input type="checkbox"/> | FIRST LADY |
| <input type="checkbox"/> | HARDEN     |
| <input type="checkbox"/> | HUTCHESON  |
| <input type="checkbox"/> | JAGODA     |
| <input type="checkbox"/> | KING       |

|                          |             |
|--------------------------|-------------|
| <input type="checkbox"/> | KRAFT       |
| <input type="checkbox"/> | LINDER      |
| <input type="checkbox"/> | MITCHELL    |
| <input type="checkbox"/> | MOE         |
| <input type="checkbox"/> | PETERSON    |
| <input type="checkbox"/> | PETTIGREW   |
| <input type="checkbox"/> | POSTON      |
| <input type="checkbox"/> | PRESS       |
| <input type="checkbox"/> | SCHLESINGER |
| <input type="checkbox"/> | SCHNEIDERS  |
| <input type="checkbox"/> | STRAUSS     |
| <input type="checkbox"/> | VOORDE      |
| <input type="checkbox"/> | WARREN      |



THE PRESIDENT HAS SEEN.

THE SECRETARY OF TRANSPORTATION  
WASHINGTON, D.C. 20590

November 22, 1977

*cc: Brock.  
It suits me to  
stick with  
Wilmington until  
we really need another  
repair facility*

MEMORANDUM FOR THE PRESIDENT

Attention: Rick Hutcheson, Staff Secretary  
From: Brock Adams  
Subject: Response to the Boston Plan and Location  
of Rail Maintenance Facility in the  
Northeast Corridor

As you are aware, the Mayor of Boston, members of the State Government of Massachusetts, as well as members of the Massachusetts State Delegation, have presented to the White House a plan for the revitalization of Boston and also requested that any heavy railroad equipment repair facility in the Northeast Corridor (NEC) be located at Readville, Massachusetts, which is approximately ten miles south of Boston.

Since the preliminary plans of the NEC Project indicated that a heavy railroad equipment repair facility might be constructed at Wilmington, Delaware, or Boston, Massachusetts, there developed a contest between the two cities. The Wilmington repair facilities of the Pennsylvania Railroad (employing approximately 700 people) were taken over by Amtrak during the reorganization of the northeast railroads. The City of Wilmington, the State administration, and the Congressional delegation from Delaware and surrounding States do not want this facility moved to Massachusetts.

Unfortunately, there are not sufficient funds in the NEC Project to build a new heavy repair facility in the Northeast Corridor. I have concluded that this part of the project, just as many other desirable improvements such as straightening curves, many station improvements, separation of the Amtrak corridor from the freight movement south of New York and from the commuter traffic in the New York City area, simply is not possible within the amounts of money appropriated for the NEC Project.

I have, therefore, instructed the NEC Project engineers to achieve first, the repair of the roadbed for safety and high-speed components in order to meet the trip-time goals mandated by Congress; next, to complete electrification of the entire Corridor, which will not only assist in meeting trip-time goals, but also will allow conversion from oil to coal.

The additional work that cannot be done in the Corridor within the presently authorized and appropriated money would be reported to Congress in February so Congress will be informed of exactly what we are able to accomplish and what would be the cost of the additional improvements.

I am informing Speaker O'Neill, Senator Magnuson and Chairman Staggers that we are unable to establish a heavy repair facility at this time, because we do not have sufficient money to build the facility for Amtrak alone. Instead, we probably should consider upgrading the existing repair and maintenance facilities needed for Amtrak, Conrail, and local commuter trains in the major traffic areas of the Corridor and obtain a site for future development in the Readville area at Boston. This would result in our having a Boston maintenance and repair facility costing \$25 million which would employ approximately (220) people, the obtaining of the Readville site at a cost of \$2.1 million, up to \$3 million, and a modernization of the New York, Philadelphia and Washington facilities whose size will depend on an agreement between Amtrak, Conrail, and the local commuting authorities as to the amount of work to be done at each site. The Wilmington facility would remain in the present location but would be modernized at a cost of \$10-\$15 million, with the degree of the modernization and amount of future employment dependent upon the repair and maintenance needs of Conrail, Amtrak, and the Philadelphia SEPTA authority. These authorities must decide what amount of maintenance would be done at Wilmington and what would be done in the existing Philadelphia and Washington yards.

I then propose to report to Congress that this program will provide for maintenance and repair needs for the next five years so additional funding for a heavy repair facility is not a top priority for the Corridor traffic in the next five years. We will first need additional money for segregation of freight and commuter traffic from the intercity traffic in the Corridor and must await the results of the local agreements between Amtrak, Conrail, and the commuter authorities on the degree of maintenance required for the major rail operations along the Corridor.

In further response to Mayor Kevin White, Lt. Governor O'Neill, Speaker O'Neill, and other members of the Massachusetts delegation, I will indicate that we are completing the Boston package of transportation grants. We will move now on the acquisition of the Readville site, if they wish, and the immediate expansion of the repair facility can be located in either Southhampton or Readville, depending on the results of the Boston Plan presentation and the completion of the present transportation plans in Boston, which we are funding in the following amounts:

1. Approximately \$300 million for Red Line to Alewife Brook Parkway (Interstate Transfer)
2. Approximately \$600 million for Orange Line relocation (Interstate Transfer)
3. \$123 million for NEC Improvements in the Boston metropolitan area, which includes \$62 million specifically for Southwest Corridor improvements concurrent with Orange Line project
4. \$30 million minimum for NEC terminal maintenance and repair facilities, of which:
  - \$25 million will be dedicated to a running repair, cleaning inspection facility
  - \$2.1 million for a maintenance of way facility at Readville to support maintenance of tracks, electric traction power systems, signal and communication systems, etc.
  - up to \$3 million for potential purchase of the Readville site.

We will await further action on the possible Amtrak stations proposed in Mayor White's presentation until the other agencies, such as HUD, Commerce, Labor, and HEW can be coordinated by the White House regarding any further action we should take with regard to Boston.



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

NOV 28 1977

Electrostatic Copy Made  
for Preservation Purposes

MEMORANDUM FOR: RICK HUTCHESON  
STAFF SECRETARY  
THE WHITE HOUSE

THRU: BO CUTTER  
EXECUTIVE ASSOCIATE DIRECTOR

FROM: DENNIS O. GREEN  
ASSOCIATE DIRECTOR FOR  
ECONOMICS AND GOVERNMENT

SUBJECT: November 22 memorandum for Secretary Adams  
on the Northeast Corridor Heavy Maintenance  
Facility

OMB Comments:

- We object to the specific activities proposed by Secretary Adams for the Boston area and his intention to notify Congress of these activities.
- Although the House leadership is quite interested in building a new heavy maintenance facility in Boston, there is little justification for the new facility.
- The work is now performed at Wilmington. Duplicating the capability in Boston would result in unused capacity or the layoff-with subsequent labor protection payments-of several hundred maintenance employees in Wilmington.
- By promising to purchase the site while claiming that available funds are insufficient to complete the full facility, the Department is avoiding the uncomfortable task of saying no. Instead, it is inviting the Congress to take any action (and the responsibility) it wants.
- In addition, notifying Congress at this time would commit the Administration to specific projects at a time when the whole project is being reevaluated toward an objective of an economically self-supporting system.

OMB Comments



- If the Department is allowed to follow this course of action, Congress will increase the budget for a politically-popular project, and Secretary Adams will be personally committed (and through him the Administration) to a \$900 million increase to the project in February.
- We strongly recommend that the President disallow the DOT promise to purchase the Readville site and use the justification of insufficient funds when the actions for Boston are presented to Congress. We also recommend that the presentation to Congress be delayed until the corridor reevaluation is completed.

Detail of OMB Comments:

1. Programmatic justification for not building a heavy maintenance facility for the Northeast Corridor.

A heavy maintenance facility would be used for major overhauls of locomotives and self-propelled cars (the Metroliners). These overhauls occur at two to six year intervals and can be scheduled for in advance. Both AMTRAK-the railroad operating the corridor--and ConRail have heavy maintenance facilities in the Northeast (AMTRAK-Wilmington, Delaware, and ConRail-Altoona, Pennsylvania) and the manufacturers of the equipment also provide this service. A new heavy maintenance facility is just not needed.

2. Secretary Adams' \$900 million commitment.

The authorizing legislation (P.L. 94-210) for this \$1.75 billion program requires an Administration report to Congress in February 1978, on the status of corridor improvement. DOT staff have already concluded that another \$900 million is needed to do the things in Adams' letter (i.e., straightening curves, improving stations, and separating intercity from commuter and freight traffic). The November 22 memorandum supports this view and implicitly says: we want to do these things if you (Congress) just give us the money. In actuality, however, neither the Secretary nor the President has had the opportunity to decide the question of additional corridor funds. Their decision in January will be more difficult if DOT takes a position of "insufficient funding" in November. The argument becomes even more suspect when one considers that about \$1.1 billion of the authorization still has yet to be appropriated.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

November 22, 1977

MEMORANDUM FOR:

HAMILTON JORDAN

FROM:

DAVID RUBENSTEIN *D.R.*

SUBJECT:

Admiral McKee, Superintendent of the  
Naval Academy

Admiral Rickover called me after his meeting with the President the other day to say that he had neglected to mention one matter concerning an appointment. He asked me to relay the information to the President.

According to the Admiral, the current Superintendent of the Naval Academy, Admiral McKee, has been doing an outstanding job. In the Admiral's view, McKee should be allowed to remain as Superintendent for another term; his present term expires very soon. Admiral McKee would like to remain as Superintendent, but is reluctant to do so because another command is considered necessary if he is to be promoted to Vice-Admiral.

Admiral Rickover's suggestion is that McKee be nominated by the President for Vice-Admiral and also be allowed to remain as Superintendent of the Academy.

**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE  
WASHINGTON

November 22, 1977

Hamilton Jordan

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

RE: PRESIDENT CARTER -- A ONE-  
TERM PRESIDENT?

THE WHITE HOUSE  
WASHINGTON

|   |                           |
|---|---------------------------|
|   | FOR STAFFING              |
|   | FOR INFORMATION           |
| X | FROM PRESIDENT'S OUTBOX   |
|   | LOG IN/TO PRESIDENT TODAY |
|   | IMMEDIATE TURNAROUND      |

ACTION  
FYI

|   |           |
|---|-----------|
|   | MONDALE   |
|   | COSTANZA  |
|   | EIZENSTAT |
| X | JORDAN    |
|   | LIPSHUTZ  |
|   | MOORE     |
|   | POWELL    |
|   | WATSON    |
|   | LANCE     |
|   | SCHULTZE  |

|  |                 |
|--|-----------------|
|  | ENROLLED BILL   |
|  | AGENCY REPORT   |
|  | CAB DECISION    |
|  | EXECUTIVE ORDER |

Comments due to  
Carp/Huron within  
48 hours; due to  
Staff Secretary  
next day

|  |            |
|--|------------|
|  | ARAGON     |
|  | BOURNE     |
|  | BRZEZINSKI |
|  | BUTLER     |
|  | CARP       |
|  | H. CARTER  |
|  | CLOUGH     |
|  | FALLOWS    |
|  | FIRST LADY |
|  | HARDEN     |
|  | HUTCHESON  |
|  | JAGODA     |
|  | KING       |

|  |             |
|--|-------------|
|  | KRAFT       |
|  | LINDER      |
|  | MITCHELL    |
|  | MOE         |
|  | PETERSON    |
|  | PETTIGREW   |
|  | POSTON      |
|  | PRESS       |
|  | SCHLESINGER |
|  | SCHNEIDERS  |
|  | STRAUSS     |
|  | VOORDE      |
|  | WARREN      |

THE ROPER POLL

THE PRESIDENT HAS SEEN.

*Ham*  
*J*

## THE ROPER ORGANIZATION INC.

### PRESIDENT CARTER: A ONE-TERM PRESIDENT?

By

Burns W. Roper  
Chairman, the Roper Organization

Much of the Washington press corps has been writing and talking about what they view as a precipitous drop for President Carter in the polls, in terms of public approval or support of the President. A number of political writers have even speculated that Jimmy Carter may prove to be a one-term President.

To measure President Carter's support and to chart it over time, the Roper Poll has asked this question of separate, national cross-sections of 2,000 adults at different points before and during President Carter's term of office.

How do you feel about President Carter -- at the present time, would you describe yourself as a strong Carter supporter, a moderate Carter supporter, a moderate critic of Carter, or a strong critic of Carter?

|                         | 1977              |            |              | 1976            |
|-------------------------|-------------------|------------|--------------|-----------------|
|                         | <u>Sept./Oct.</u> | <u>May</u> | <u>March</u> | <u>December</u> |
| <u>Supporters</u>       | <u>63%</u>        | <u>71%</u> | <u>77%</u>   | <u>64%</u>      |
| Strong supporter.....   | 16                | 23         | 32           | 24              |
| Moderate supporter..... | 47                | 48         | 45           | 40              |
| <u>Critics</u>          | <u>31</u>         | <u>24</u>  | <u>16</u>    | <u>30</u>       |
| Moderate critic.....    | 23                | 18         | 12           | 21              |
| Strong critic.....      | 8                 | 6          | 4            | 9               |

Before the President took office, he had a better than two to one ratio of supporters to critics. As a result of his inauguration and the flurry of his initial actions, his support rose at the end of March to 77%. Following his energy message, his support dropped six points, but significantly less than the fifteen points he predicted he would drop as a result of his energy message. Our latest reading shows a further drop of eight points. Nevertheless, his supporters outnumber his critics by a two-to-one margin, and his October 1st standing is nearly as high as his pre-inauguration standing. This would hardly seem on the face of it to justify speculation over whether he will be a one-term President.

An analysis I made for the MacNeil/Lehrer Report using Gallup's "approval" question is even more revealing. The Gallup question has the virtue that it has been asked repeatedly for some thirty to thirty-five years; and, hence, it is possible to compare how President Carter stands at the end of nine months relative to how other Presidents have stood at a comparable nine months. Here are the "approval" percentages for the seven most recent Presidents, as recorded by the Gallup Poll at the end of nine months:

|            |     |
|------------|-----|
| Kennedy    | 78% |
| Eisenhower | 70  |
| Johnson    | 69  |
| Truman     | 63  |
| Carter     | 59  |
| Nixon      | 57  |
| Ford       | 40  |

Carter ranks fifth among the seven Presidents, which would at first make it appear that he had a below-average rating. However, in terms of percentage points, he's exactly in the middle -- nineteen points below the leader, John F. Kennedy, and nineteen points above the low man, Gerald Ford.

With respect to the one-term-Presidency speculation, it is still more constructive to compare the nine-month ratings of the five Presidents mentioned above, who ran for reelection, with their actual election performance in the subsequent election -- with the number of percentage points margin by which they won or lost the next election:

|                 | <u>Nine-Month Gallup<br/>Approval Rating</u> | <u>Percentage Point<br/>Margin of Victory<br/>or Loss</u> |
|-----------------|--|---|
| Eisenhower..... | 70%  | +15½  |
| Johnson.....    | 69   | +22½  |
| Truman.....     | 63   | +4½   |
| Carter.....     | 59   | ?   |
| Nixon.....      | 57   | +23   |
| Ford.....       | 40   | -2½   |

The first thing that is apparent from the above comparison is that there is practically no relationship between nine-months' standing and subsequent election performance. Nixon, whose approval rating was six points lower than Truman's, had five times as great a victory margin. In fact, Nixon, who is the next-to-lowest rated of these Presidents, had a higher victory margin than any of them.

The only man among those who ran again and lost was President Ford. But, while President Ford lost, his rating was a full nineteen points behind President Carter's rating. Nevertheless, he came within  $2\frac{1}{2}$  points of beating Carter.

Thus, talk of a one-term Presidency for Jimmy Carter seems premature, at best, and completely erroneous, at worst.

From a research point of view, these comparisons suggest that nine-month "approval" or "performance" or "support" ratings are a poor indicator of what is likely to eventuate three years from now.

#

#

#



10:00 A.M.

~~TOP SECRET~~ ~~NO FORN DISSEM.~~

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

November 18, 1977

MEMORANDUM FOR: THE PRESIDENT  
FROM: Frank Press *FP*  
SUBJECT: The National Medal of Science Awards  
Ceremony, 10:00-10:16 am, Tuesday,  
November 22, 1977, Room 450 EOB

The following is background and procedural information you may wish to use for your presentation of the National Medal of Science:

Background

The National Medal of Science was established by Congress in 1959 as the nation's highest award for outstanding contributions to knowledge in science and engineering. The legislation provided that the award would be made by the President. The medalists are nominated by a Presidentially appointed committee. The first awards were made by President Kennedy in 1962. To date, the medal has been presented to 117 scientists and engineers. The awards have recognized accomplishments in a wide variety of disciplines in the physical, biological and social sciences and engineering. The 15 awards you are presenting are for 1976, deferred to you by the previous Administration.

Medalists

Attached you will find a list of the medalists, indicating their affiliation and field of science. The award for Dr. Erwin W. Mueller, being made posthumously, will be received by his only living daughter, Mrs. Richard Schwab.

Procedure

It has been traditional for the President to speak three or four minutes, after which the Science Adviser introduces each medalist with a description of his work and contribution.

Electrostatic Copy Made  
for Preservation Purposes

In organizing your participation in the ceremony and your brief remarks, you may wish to consider the following:

- This will be your first occasion to address America's science and technology communities.
- You may want to use the occasion to state your broad commitment to science and technology by outlining some of the Carter Administration's approach to an R&D policy. You have already approved the framework of such a policy. (See Attachment A)
- You may want to draw on your own experience as engineer, agriculturist, businessman and governor to illustrate how pervasive the impact of research is throughout our society. You could also stress the need for new R&D to help meet new and anticipated challenges.
- The accomplishments of this year's medalists illustrate how research not only contributes to the enlargement of knowledge but impacts on our technological base and economic and physical well-being.

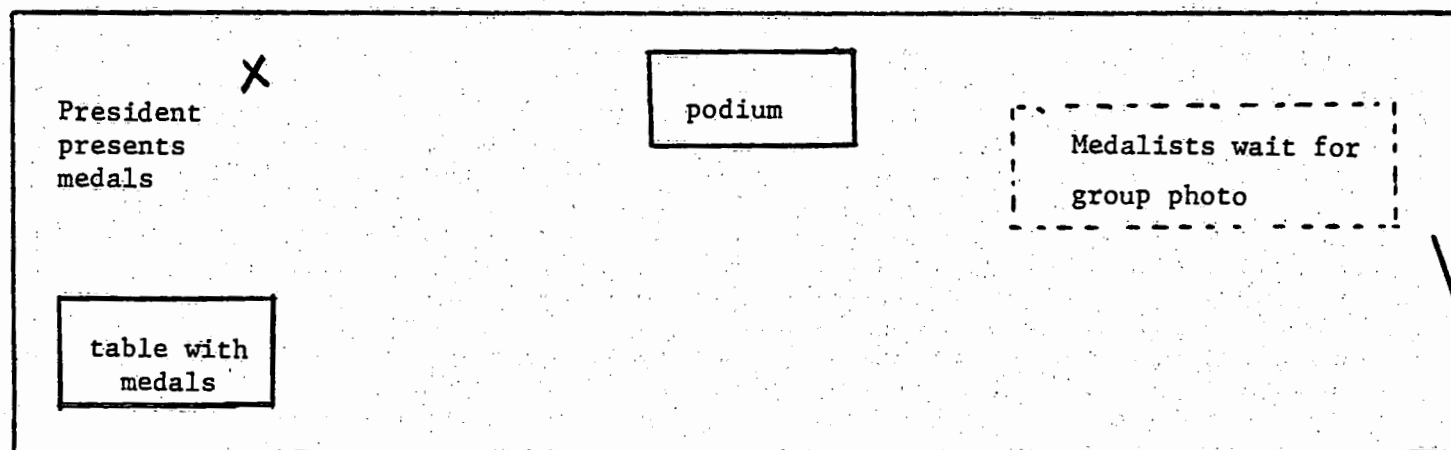
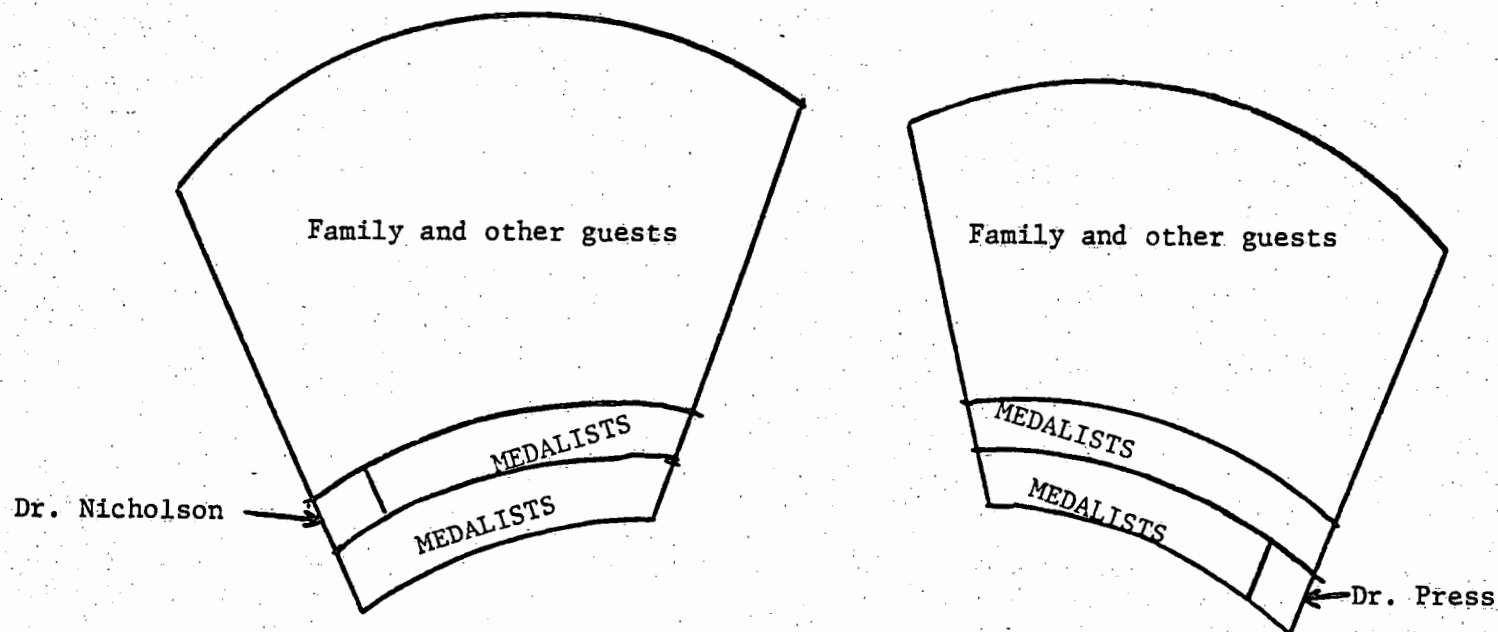
The list of 1976 medalists and citations is given in Attachment B.  
The list of former recipients is given in Attachment C.

#### Attachments

## SEQUENCE OF EVENTS

- |         |  |
|---------|--|
| 10:00am | 1. You will enter the stage from the holding room.   |
|         | 2. Proceed directly to the podium and make brief remarks.  |
| 10:05   | 3. At the end of your remarks, you ask Dr. Press to come to the podium to introduce the Medalists and read their citation. |
|         | 4. You step to the left where you will stand to hand the medals to the recipients.   |
| 10:06   | 5. Dr. Press then introduces each medalist.  |
|         | 6. Each medalist, as introduced will approach from the audience to shake hands and receive his award.                      |
|         | 7. Dr. Richard Nicholson, NSF, will hand the medal in its case to you as the medalist is introduced.                       |
|         | 8. A photograph of each medalist with you will be taken.   |
|         | 9. The medalist will then move to the other end of the stage, behind Dr. Press, to wait for a group photograph.            |
| 10:15   | 10. After all medals have been presented, you will join the medalists for a group picture.                                 |
| 10:16   | 11. Dr. Press will announce the close of the ceremony.   |

MEDIA AND PRESS





THE PRESIDENT HAS SEEN.

*reformed examples*  
C**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE

WASHINGTON

November 11, 1977

MEMORANDUM TO THE PRESIDENT

FROM: Frank Press and Bowman Cutter <sup>JP</sup> <sup>WC</sup>

SUBJECT: Carter Administration Research Policy

In July you approved a recommendation from the Vice President that Press and Cutter undertake an examination of research policy issues. The following conclusions and recommendations have the support of Secretaries Brown, Califano and Schlesinger, and Stu Eizenstat.

The basic research system of our universities and national laboratories is still the strongest in the world. However, some signs of decline are in evidence, primarily due to the 19% decline in constant dollar Federal expenditures for basic research from 1967-76:

- The quality of scientific equipment at research centers has deteriorated.
- The number of top-ranked research centers is declining.
- Research opportunities in universities for young scientists have diminished (proportion of young science faculty declined from 43% in 1968 to 27% in 1975).
- Because of the tight money environment, researchers tend to avoid risky, more innovative projects.

*Budget  
R & D  
depts*

Presidential decisions were made in FY 77 and FY 78 to reverse the downward trend in support. Real growth of 3% above inflation was authorized.

We recommend that real growth be continued in FY 79 at a level to be decided by you during the budgetary process. However, the Carter Administration policy should target this growth as follows:

- opportunities for bringing young scientists into the system
- renewal of equipment (competitive proposals not formula grants)
- encourage universities to explore organizational changes to improve their ability to conduct research
- encourage universities to contribute more effectively in fields of high priority interest to the government such as energy, environment, natural resources, technological assistance for developing countries. Examples of appropriate research questions are given in Tab A.

*In budget  
process  
present  
has  
pending  
facts*

- encourage projects important for national productivity or national security reasons
- reduce paperwork and take steps to reduce administrative costs and improve research efficiency.

This will not be a college aid program, but a means for the Government to improve its ability to obtain maximum return on its research investment.

These recommendations will be raised with you during the course of the FY 79 budget presentations.

Your decisions have international implications in that the U.K., France, and Germany typically follow U.S. R&D investment policy with a lag of a few years.

President approves general approach ✓

President disapproves general approach \_\_\_\_\_

Other \_\_\_\_\_

*Reato*

Examples of Important Research Questions of National Interest

- Can simple chemical reactions be discovered that will generate visible radiation? The results of research on this question may lead to inexpensive lasers for communication and industrial uses.
- How does the material pervading the universe collect to form complex organic molecules, stars, and galaxies? Research in this area can provide increased understanding of fundamental natural laws and the origins of the universe.
- What are the physical processes that govern climate? Greater understanding of climate could aid in the prediction of climate changes and allow time for measures to offset their impact.
- To what extent is the stratospheric ozone affected by contamination of long-lived, man-made chemicals? The results of this research are important to man's survival and to the future of major industries.
- What is the petroleum potential of the continental slopes and the adjacent ocean floor beneath deeper waters? This work is helping to identify the resource potential of the ocean's floor beyond the OCS.
- How do organisms in the deep sea influence the productivity of the ocean? How will they react to sea floor dumping and mining activities? Answers to these questions will aid in assessing the future of the ocean as an important food source and should also provide baseline data on contamination of the sea.
- To what degree can biological nitrogen fixation be enhanced? Successful research directed toward this question may provide more information on joint plant-bacteria relationships and an environmentally sound method of increasing crop productivity while minimizing energy costs.
- What are the individual and cumulative effects of government regulation on domestic productivity? This research will provide a sound technical basis for assessing the benefits and cost of proposed, as well as existing, government regulations.
- Can new homogeneous catalysts be prepared that will catalyze chemical processes important to the chemical industry? Research in this area could make it possible to make specific molecules needed in industrial processing techniques with minimum energy expenditure and without the creation of unwanted molecules that may pollute the environment.
- What are the limits for communications use of the channel capacity in the visible spectrum? Progress in this area could significantly expand the capacity of optical communication systems, and since these systems use glass fibers instead of copper, their use would result in tremendous monetary and resource savings.



- How do cracks initiate and propagate in materials? This research should provide information needed to develop structural materials that resist corrosion and failure under stress.
- How do cells change during growth and development? Advances and understanding in this area should provide insights into the development of cell specialization and, perhaps, the aging process.
- How do enzymes work? This research should help discover how enzymes selectively catalyze and control the chemical reactions carried out by living systems. The results of this research should extend knowledge on how to synthesize molecules in living cells.
- What are the molecular mechanisms by which genes are regulated to produce specialized products, and what new information is required to exploit the new DNA recombinant technology? This work may lead to improved knowledge of gene action.
- What are the factors controlling cognitive development? For example, how can the large number of component processes involved in reading and understanding a paragraph be characterized? Research on this question should provide new knowledge on the processes involved in reading and comprehending text. Such work is important in providing a basis for improving the techniques for teaching people to read and comprehend.
- What are the mechanisms responsible for sensory signal processing, neural membrane phenomena, and distinct chemical operations of nerve junctions? Research in these areas will extend knowledge of perception, behavior, and the chemical functioning of the nervous system.
- How can structures be designed and constructed to be both economical and earthquake resistant? In addition to reductions in life loss and personal injury, implementation of improved design procedures is expected to reduce losses to buildings alone by an average of \$250 million per year.

THE WHITE HOUSE

WASHINGTON

November 8, 1977

MEMORANDUM TO THE PRESIDENT

FROM: Frank Press *FP*

SUBJECT: Technological Initiatives as a Unique Component  
of the Carter Presidency

The President is first and foremost a political leader. However, you are extremely rare among Presidents in that in addition, you have a scientific and engineering background. Aside from your disciplined work habits and your ability to absorb large amounts of information and understand complex issues such as energy and the B-1, the public has not yet seen initiatives that only a President with your technical background could naturally make a hallmark of his Presidency. No Presidential-level issue is without political, economic, and social implications but, in the following examples, the primary thrust relates to technology and the impact could be of historic importance. Since little controversy is associated with these issues, they would allow you to move forward with some new initiatives in your second year without overloading the political system. Some examples are:

• Health of Industrial R and D: A large segment of US industry seems to have lost interest or ability in technological innovation as measured by decreasing R&D investment in new technologies and products, and decreasing competitive position with foreign counterparts.

Initiative: cabinet-level analysis of the situation.

Possible Result: new Federal policy to provide greater incentives for industrial R&D investment related to creating new products, jobs, improving competitive position of US goods.

I am working on a draft domestic PRM on this subject.

• US Science and Technology for Developing Countries: This is an under-used resource for helping the poorest countries develop self-sufficiency in food, health, education, and natural resource development.

Initiative: restructure AID program for major involvement of universities, foundations, technical agencies like NASA, US Geological Survey, HEW, DOA, DOE.

Result: AID program that leads to self-sufficiency in meeting human needs.

You will receive such recommendations in the Brookings Study commissioned by Cy Vance and in my input to PRM-8.

- ° Defense Technology: An essential feature of our national security is the inability of the USSR to match our basic technological strength. The first example above should help maintain this position. There is growing debate about NATO capability to mount a strong defense against a Soviet bloc attack. A major effort to offset Soviet numerical strength by technological innovation can serve to multiply NATO force effectiveness at less cost than increasing conventional forces.

Initiative: A major new DOD program for developing high technology approaches to conventional warfare defense in Europe.

Result: Maintaining of balance of power within fiscally acceptable limits.

Other technological initiatives may be feasible in such areas as climate, water shortages, environmental health, human reproduction, health cost reduction, nutrition, soft energy technology (methanol, photovoltaics) - with large social benefits.

If, in addition to the social, economic, and foreign policy initiatives you have already announced, you draw on US technology along the above lines, your Administration will have an added dimension befitting a President-engineer.

In the normal course of my duties, I will be working on some of these issues for you by suggesting PRMs (national mineral policy, health of industrial R&D), working on PRM-8 (North-South policy issues), and national security issues. (Option 1)

I can expand this effort by forming, without publicity, an ad hoc panel of "wise people" to identify and structure for your consideration possible initiatives where technological thrusts can lead to large social payoffs. (Option 2, my recommendation)

President prefers \_\_\_\_\_ Option 1  
\_\_\_\_\_ Option 2  
\_\_\_\_\_ Other

*Defense → Civilian*



B



RECIPIENTS OF THE 1976 NATIONAL MEDAL OF SCIENCEBiology

Roger Charles Louis Guillemin  
The Salk Institute, San Diego, California

Keith R. Porter  
University of Colorado, Boulder, Colorado

Efraim Racker  
Cornell University, Ithaca, New York

Edward O. Wilson  
Harvard University, Cambridge, Massachusetts

Engineering

Morris Cohen  
Massachusetts Institute of Technology, Cambridge, Massachusetts

Peter C. Goldmark  
Goldmark Communications Corp., Stamford, Connecticut

Erwin W. Mueller  
The Pennsylvania State University, University Park, Pennsylvania

Mathematics

K. O. Friedrichs  
Courant Institute, New York University, New York, New York

Hassler Whitney  
Institute of Advanced Studies, Princeton, New Jersey

Chemistry

Herbert S. Gutowsky  
University of Illinois, Urbana, Illinois

Frederick D. Rossini  
Rice University, Houston, Texas

Henry Taube  
Stanford University, Stanford, California

Physics

Samuel A. Goudsmit  
University of Nevada, Reno, Nevada

Verner E. Suomi  
University of Wisconsin, Madison, Wisconsin

George E. Uhlenbeck  
Rockefeller University, New York, New York



C

Former Recipients of  
The National Medal of Science

ATTACHMENT C

1962

von Karman, Theodore\*

1963

Alvarez, Luis Walter  
Bush, Vannevar\*  
Pierce, John Robinson  
van Niel, Cornelis B.  
Wiener, Norbert\*

1964

Adams, Roger\*  
Ammann, Othmar H.\*  
Dobzhansky, Theodosius  
Draper, Charles Stark  
Lefschetz, Solomon\*  
Miller, Neal Elgar  
Morse, Harold Marston  
Nirenberg, Marshall Warren  
Schwinger, Julian  
Urey, Harold Clayton  
Woodward, Robert Burns

1965

Bardeen, John  
Debye, Peter J.W.\*  
Dryden, Hugh L.\*\*  
Johnson, Clarence Leonard  
Lederman, Leon Max  
Lewis, Warren Kendall\*  
Rous, Francis Peyton\*  
Rubey, William Walden\*  
Simpson, George Gaylord  
Van Slyke, Donald D.\*  
Zariski, Oscar

1966

Bjerknes, Jacob\*  
Chandrasekhar, Subrahmanyam  
Eyring, Henry  
Knipling, Edward Fred  
Lipmann, Fritz Albert  
Milnor, John Willard  
Rose, William Cumming  
Shannon, Claude Elwood  
Van Vleck, John Hasbrouck  
Wright, Sewall  
Zworykin, Vladimir Kosma

1967

Beams, Jesse Wakefield  
Birch, Albert Francis  
Breit, Gregory  
Cohen, Paul Joseph  
Cole, Kenneth Stewart  
Hammett, Louis Plack  
Harlow, Harry F.  
Heidelberger, Michael  
Kistiakowsky, George Bogdan  
Land, Edwin Herbert  
Sikorsky, Igor I.\*  
Sturtevant, Alfred Henry\*

1968

Barker, Horace Albert  
Bartlett, Paul Doughty  
Brodie, Bernard Bigham  
Bronk, Detlev Wulf  
Eckert, J. Presper  
Friedman, Herbert  
Lush, Jay Laurence  
Newmark, Nathan Mortimore  
Neyman, Jerzy  
Onsager, Lars  
Skinner, Burrhus Frederic  
Wigner, Eugene Paul

1969

Brown, Herbert Charles  
Feller, William\*\*  
Huebner, Robert Joseph  
Kilby, Jack S. C.  
Mayr, Ernst  
Panofsky, Wolfgang K. H.

1970

Brauer, Richard Dagobert  
Dicke, Robert H.  
McClintock, Barbara  
Mueller, George E.  
Sabin, Albert B.  
Sandage, Allan Rex  
Slater, John Clarke  
Wheeler, John Archibald  
Winstein, Saul\*

1973

Arnon, Daniel Israel  
Djerassi, Carl  
Edgerton, Harold Eugene  
Ewing, William Maurice\*  
Haagen-Smit, Arie Jan  
Haensel, Vladimir  
Seitz, Frederick  
Sutherland, Earl W., Jr.\*  
Tukey, John Wilder  
Whitcomb, Richard Travis  
Wilson, Robert Rathbun

1974

Bloembergen, Nicolaas  
Chance, Britton  
Chargaff, Erwin  
Flory, Paul John  
Fowler, William Alfred  
Godel, Kurt  
Kompfner, Rudolf  
Neel, James Van Gundia  
Pauling, Linus Carl  
Peck, Ralph Brazelton  
Pitzer, Kenneth Sanborn  
Shannon, James Augustine  
Wolman, Abel

1975

Backus, John W.  
Benedict, Manson  
Bethe, Hans A.  
Chern, Shing-Shen  
Dantzig, George B.  
Davis, Hallowell  
Gyorgy, Paul\*\*  
Hendricks, Sterling Brown  
Hirschfelder, Joseph O.  
Pickering, William H.  
Sarett, Lewis H.  
Terman, Frederick Emmons  
Vogel, Orville Alvin  
Wilson, E. Bright, Jr.  
Wu, Chien-Shiung

\*Deceased

\*\*Awarded Posthumously

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

November 22, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *HJ*  
SUBJECT: MEETING WITH S.E. FUNDRAISERS  
1:30 - Roosevelt Room

The following are points you might like to make:

- Many of the people in the room were instrumental in making you President and they should be thanked for that help.
- You should stress the vital need for a continued strong Southeast base both economically and politically.
- The DNC needs a successful event in the S.E., in order to reduce the old debt and be able to put funds into the upcoming Congressional races. The RNC will be pouring huge sums of money into these races.



Attendees - Roosevelt Room - November 22, 1977

Bert Lance

Richard Allen  
Smith Bagley  
C. H. Butcher  
Edward Breathitt  
Tom Boggs  
John Cooper  
Calvin Carter  
Ken Curtis  
Ovid Davis  
Eddie Elson  
Tracy Farmer  
Wallace Hyde  
Everette Huskey  
Ed Gregory  
A. G. Gadston  
John Golden  
James Jeter  
W. W. Johnson  
Fred Langley  
Tom Mitchell  
Herb Mabry  
Bill Milliken  
Pat McMullan  
Lee Sessions  
Simon Selig  
Bobby Smith  
William Schwartz  
Alan Susman  
Jack Stephens  
Richard Swann  
John Trask  
Phil Walden  
Tom Williams  
Vernon Weaver  
Willie Williams  
John Wellman  
Harriet Zimmerman

DNC Staff

# DEMOCRATIC

NATIONAL COMMITTEE

1625 Massachusetts Ave., N.W. Washington, D.C. 20036 (202) 797-5900

## GUEST LIST

NOVEMBER 22, 1977

|                               |   |
|-------------------------------|---|
| M/M Smith Bagley              | M/M Ed Gregory                              |
| Eddie Elson                   | M/M Zimmerman                               |
| M/M Bert Lance                | M/M Tom Boggs                               |
| Mr. Ovid Davis                | Mr. William Schwartz<br>guest - Cindy Howar |
| Mr. Tom Williams              | Mr. John Trask                              |
| M/M C.H. Butcher              | M/M Vernon Weaver                           |
| Mr. Wallace Hyde              | M/M Lee Sessions                            |
| Mr. Richard Allen             | M/M John Wellman                            |
| Mr. Jack Stephens             | M/M Herb Mabry                              |
| Hon. & Mrs. Breathitt         | Mr. Bobby Smith                             |
| Mr. W. Pat McMullan           | Mr. Simon Selig                             |
| M/M Richard Swann             | Mr. Bill Milliken                           |
| M/M Everette Huskey           | Mr. James Jeter                             |
| M/M Calvin Carter             | Mr. Spencer Lee                             |
| Mr. Phil Walden               | Mr. Willie Williams                         |
| M/M Mac Robinson              | M/M Alan Susman                             |
| M/M W.W. Johnson              | Mr. Ken Curtis                              |
| M/M Tracy Farmer              | Dr./Mrs. A.G. Gadston                       |
| Mr. Fred Langley<br>and Guest | Mr. Joel McCleary                           |
| Mr. Tom Mitchell              | Mr. Tom Beard                               |
| M/M John Cooper               | Mr. John Golden                             |

page two

Ms. Eleanor Conners

Mr. Steve Selig

Mr. Jim Free

M/M Jody Powell

M/M Frank Moore

M/M Hamilton Jordan

Mr. Jim McIntyre

Mr. Herky Harris

Mr. Mike Berman

Mr. Jim Johnson

THE WHITE HOUSE  
WASHINGTON

11-22-77

To Rex Scouten

Please let someone  
keep the white House  
Clocks set properly -  
Thanks -

J. C.

---

THE WHITE HOUSE  
WASHINGTON

November 22, 1977

Stu Eizenstat  
Landon Butler

The attached was returned in  
the President's outbox and  
is forwarded to you for your  
information. The signed  
original has been given to  
Stripping for delivery.

Rick Hutcheson

cc: Stripping

THE WHITE HOUSE

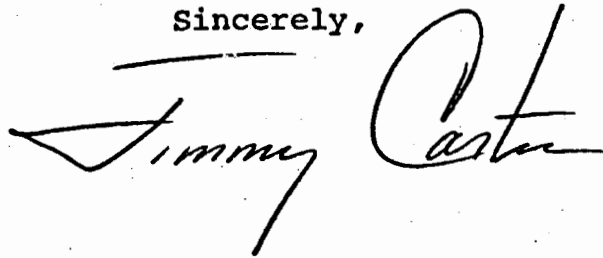
WASHINGTON

To Doug Fraser

Thank you for your letter of November 8,  
1977.

I am pleased that you share my conviction  
of the need for tax reform and look forward  
to working with you and the UAW toward  
this end.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned below the word "Sincerely,".

Mr. Douglas Fraser  
President, UAW  
Solidarity House  
8000 East Jefferson Ave.  
Detroit, MI 48214

THE WHITE HOUSE  
WASHINGTON

Letter dated  
11/21/77

S

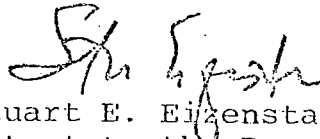
Dear Doug:

Thanks very much for your letter to the President concerning tax reform. I am particularly appreciative of the kind remarks you made about me and my staff.

Doug, I can't tell you how much I wish we had more allies like you on tax reform. Considering all the pressure we get from those with vested interests in the existing system, your letter makes me even more determined to try to make real progress in this minefield.

Thanks again.

Sincerely,



Stuart E. Eizenstat  
Assistant to the President  
for Domestic Affairs and Policy

Mr. Douglas A. Fraser  
President  
International Union, UAW  
Solidarity House  
8000 East Jefferson Avenue  
Detroit, Michigan 48214

MI

*Solidarity House*8000 EAST JEFFERSON AVE.  
DETROIT, MICHIGAN 48214  
PHONE (313) 926-5000

INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE &amp; AGRICULTURAL IMPLEMENT WORKERS OF AMERICA-UAW

DOUGLAS A. FRASER, PRESIDENT

EMIL MAZEY, SECRETARY-TREASURER

## VICE-PRESIDENTS

PAT GREATHOUSE • KEN BANNON • DENNIS McDERMOTT • IRVING BLUESTONE • ODESSA KOMER • MARC STEPP • MARTIN GERBER

November 8, 1977

The President  
The White House  
Washington, DC 20500

Dear Mr. President:

I appreciated the opportunity to discuss a number of issues at our meeting on November 1. There was not sufficient time, however, for me to fully indicate my concern about those on Capitol Hill and in the Administration who are advising you not to recommend the kind of broad tax reform to which you are committed. I hope you will reject such advice and proceed early next year to propose to the Congress comprehensive reform of the Internal Revenue Code.

Our staffs have been in contact for some months as the tax reform options were being prepared for presentation to you, and I am advised by our Washington office that the White House staff has been cooperative and candid, and that Stu Eizenstat and his people have demonstrated a highly constructive attitude on the substantive issues of tax reform.

I would be less than candid, Mr. President, if I did not acknowledge that we expect to have disagreements with you on tax reform. Those disagreements will result largely from our desire to see even more far reaching reform than we believe will be recommended. However, our understanding is that the reforms suggested to you by the White House staff, if adopted, would constitute the most thorough reform of the tax code proposed by any President and we hope you will not submit anything less ambitious to the Congress. For example, to tax capital gains in the same manner as other income and to tax capital gains at death are two very important reforms that we will support vigorously. Also, we will lend



November 8, 1977

strong support to the end of various tax shelters, including the DISC credit, the tax deferral on foreign income, and the credit for foreign taxes.

Mr. President, we urge you to proceed down the important, yet difficult, road to true tax reform to which we know you are committed and to reject the notion that you should lessen your effort in this important area. Such advice, while well intentioned, shows a lack of understanding of the depth of public concern for tax equity, and, we believe, the strength of your personal convictions on this issue.

I strongly believe that our economy is capable of supporting the additional government expenditures needed for social progress, and that our people will be willing to do that under your leadership. Thus, revenue reductions should be held to the minimum needed. Even more important than that, reducing taxes must not be allowed to become an end in itself. Too often in the past tax reduction has been substituted for tax reform, that must not be allowed to happen again.

Thank you for considering our views.

Kind regards.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Douglas A. Fraser". The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping tail.

Douglas A. Fraser, President  
INTERNATIONAL UNION, UAW

DAF:hye  
opeiu494

THE WHITE HOUSE  
WASHINGTON

November 22, 1977

Zbig Brzezinski

The attached letter was returned in the President's outbox today and is given to you for forwarding to Henry Owen.

Rick Hutcheson

RE: APPRECIATION LETTER

THE WHITE HOUSE  
WASHINGTON

11-22-77

To Henry Owen

You have been very  
helpful to me in pulling  
together a clear strategic  
approach to economics  
and politics in our dealings  
with other nations. I  
appreciate it.

Jimmy

THE WHITE HOUSE  
WASHINGTON

November 22, 1977

Hamilton Jordan  
Tim Kraft

The attached was returned in the President's outbox and is forwarded to you for appropriate handling. Tim -- please notify Chairman Curtis and Joel McCleary of the President's decision.

Rick Hutcheson

DNC FUNDRAISER

THE WHITE HOUSE  
WASHINGTON

*Note: Tim - Please notify  
Ewan curts & Joel  
McCleary of the  
President's  
decision*

|                                     |                           |
|-------------------------------------|---------------------------|
| <input type="checkbox"/>            | FOR STAFFING              |
| <input type="checkbox"/>            | FOR INFORMATION           |
| <input checked="" type="checkbox"/> | FROM PRESIDENT'S OUTBOX   |
| <input type="checkbox"/>            | LOG IN/TO PRESIDENT TODAY |
| <input type="checkbox"/>            | IMMEDIATE TURNAROUND      |

| ACTION                              | FYI                      |           |
|-------------------------------------|--------------------------|-----------|
| <input type="checkbox"/>            | <input type="checkbox"/> | MONDALE   |
| <input type="checkbox"/>            | <input type="checkbox"/> | COSTANZA  |
| <input type="checkbox"/>            | <input type="checkbox"/> | EIZENSTAT |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | JORDAN    |
| <input type="checkbox"/>            | <input type="checkbox"/> | LIPSHUTZ  |
| <input type="checkbox"/>            | <input type="checkbox"/> | MOORE     |
| <input type="checkbox"/>            | <input type="checkbox"/> | POWELL    |
| <input type="checkbox"/>            | <input type="checkbox"/> | WATSON    |
| <input type="checkbox"/>            | <input type="checkbox"/> | LANCE     |
| <input type="checkbox"/>            | <input type="checkbox"/> | SCHULTZE  |

|                          |                 |
|--------------------------|-----------------|
| <input type="checkbox"/> | ENROLLED BILL   |
| <input type="checkbox"/> | AGENCY REPORT   |
| <input type="checkbox"/> | CAB DECISION    |
| <input type="checkbox"/> | EXECUTIVE ORDER |

Comments due to  
Carp/Huron within  
48 hours; due to  
Staff Secretary  
next day

|                          |            |
|--------------------------|------------|
| <input type="checkbox"/> | ARAGON     |
| <input type="checkbox"/> | BOURNE     |
| <input type="checkbox"/> | BRZEZINSKI |
| <input type="checkbox"/> | BUTLER     |
| <input type="checkbox"/> | CARP       |
| <input type="checkbox"/> | H. CARTER  |
| <input type="checkbox"/> | CLOUGH     |
| <input type="checkbox"/> | FALLOWS    |
| <input type="checkbox"/> | FIRST LADY |
| <input type="checkbox"/> | HARDEN     |
| <input type="checkbox"/> | HUTCHESON  |
| <input type="checkbox"/> | JAGODA     |
| <input type="checkbox"/> | KING       |

|                                     |             |
|-------------------------------------|-------------|
| <input checked="" type="checkbox"/> | KRAFT       |
| <input type="checkbox"/>            | LINDER      |
| <input type="checkbox"/>            | MITCHELL    |
| <input type="checkbox"/>            | MOE         |
| <input type="checkbox"/>            | PETERSON    |
| <input type="checkbox"/>            | PETTIGREW   |
| <input type="checkbox"/>            | POSTON      |
| <input type="checkbox"/>            | PRESS       |
| <input type="checkbox"/>            | SCHLESINGER |
| <input type="checkbox"/>            | SCHNEIDERS  |
| <input type="checkbox"/>            | STRAUSS     |
| <input type="checkbox"/>            | VOORDE      |
| <input type="checkbox"/>            | WARREN      |

THE WHITE HOUSE  
WASHINGTON

11/18/'77

Mr. President:

This is on a Monday night,  
which Joel tells us is good  
for New York. No conflict on  
time; the format looks good.

We recommend locking in  
this date and securing a place.

Tim

TK

Hamilton

I agree - the event ~~this~~  
this year was superb and  
raised \$1 million. Should  
be repeated. YNJ.

THE PRESIDENT HAS SEEN.

DEMOCRATIC  
NATIONAL COMMITTEE

1625 Massachusetts Ave., N.W. Washington, D.C. 20036 (202) 797-5900

Joel W. McCleary  
Treasurer

MEMORANDUM

November 15, 1977

TO: President Carter  
FR: Kenneth M. Curtis  
Joel W. McCleary J.W.M.  
RE: New York Fundraiser-May 1978

Tim/Ham  
Comment  
J

Date: May 22, 1978 \*

Place: New York City-Waldorf-Astoria

Price: \$1,000 per person

Anticipated Revenues: \$750,000 gross

Electrostatic Copy Made  
for Preservation Purposes

\* \* \* \* \*

7:00- 7:45 p.m. Cocktail Reception  
8:00- 8:30 p.m. Entertainment  
8:30- 9:30 p.m. Dinner  
9:30-10:00 p.m. Speeches

Co-Chairmen: Arthur Krim/Steve Ross

Presidential Time: 8:00 p.m. - 10:00 p.m.

JC

Approved ✓ Disapproved        More Information       

\* We need to have our New York fundraiser in May. Having checked hotel availability, May 22nd is the only date open. Consequently we must set our schedule now.

THE WHITE HOUSE  
WASHINGTON

November 17, 1977

Hamilton Jordan  
Tim Kraft

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

RE: NEW YORK FUNDRAISER-5/78



11:00 A.M.

# DEMOCRATIC

NATIONAL COMMITTEE 1625 Massachusetts Ave., N.W. Washington, D.C. 20036 (202) 797-5900

## MEETING WITH CHAIRMAN CURTIS AND PAUL SULLIVAN

November 17, 1977

### AGENDA

#### 1) DNC Fundraising Plans

- A) We are requesting Presidential participation in five DNC fundraising events in 1978

|            |                             |
|------------|-----------------------------|
| January 20 | Atlanta - already confirmed |
| May        | Texas                       |
| Late May   | New York                    |
| June       | California                  |
| October    | Washington, DC              |

This timing is suggested in order to minimize disruption of in-state fundraising for state and congressional elections.

- B) Cooperative Direct Mail effort with the Senate and House Campaign Committees to centralize small-donor fundraising for the mid-term elections.

- C) Request the President to meet with selected NFC Members

- 2) The budget for 1978 envisions raising \$7.7 million (gross) of which \$1.7 will be used for cash and in-kind contributions to 1978 campaigns.

- 3) The Site Selection Committee for the National Party Conference has visited the four cities which are under final consideration and expects to select the site on December 10. The finalists are Memphis, Denver, Seattle, and Honolulu.

- 4) We request that the President meet with the following four representatives of the American Jewish Community to discuss Middle East peace prospects:

|                  |  |
|------------------|--|
| Leonard Strelitz | President, United Jewish Appeal                  |
| Henry Rosovsky   | Dean, Harvard School of Arts and Sciences        |
| Michael Walzer   | Harvard Professor of Government                  |
| Richard Goldman  | San Francisco Businessman (Levi Strauss Company) |

THE WHITE HOUSE  
WASHINGTON

November 16, 1977

The Vice President  
Hamilton Jordan  
Tim Kraft

The attached is forwarded to  
you for your information.

Rick Hutcheson

DNC FUNDRAISING PLANS

THE WHITE HOUSE  
WASHINGTON

|   |                           |
|---|---------------------------|
|   | FOR STAFFING              |
|   | FOR INFORMATION           |
|   | FROM PRESIDENT'S OUTBOX   |
| ✓ | LOG IN/TO PRESIDENT TODAY |
|   | IMMEDIATE TURNAROUND      |

| ACTION | FYI |           |
|--------|-----|-----------|
|        | ✓   | MONDALE   |
|        |     | COSTANZA  |
|        |     | EIZENSTAT |
|        | ✓   | JORDAN    |
|        |     | LIPSHUTZ  |
|        |     | MOORE     |
|        |     | POWELL    |
|        |     | WATSON    |
|        |     | LANCE     |
|        |     | SCHULTZE  |

|  |                 |
|--|-----------------|
|  | ENROLLED BILL   |
|  | AGENCY REPORT   |
|  | CAB DECISION    |
|  | EXECUTIVE ORDER |

Comments due to  
Carp/Huron within  
48 hours; due to  
Staff Secretary  
next day

let me hear  
now

|  |            |
|--|------------|
|  | ARAGON     |
|  | BOURNE     |
|  | BRZEZINSKI |
|  | BUTLER     |
|  | CARP       |
|  | H. CARTER  |
|  | CLOUGH     |
|  | FALLOWS    |
|  | FIRST LADY |
|  | HARDEN     |
|  | HUTCHESON  |
|  | JAGODA     |
|  | KING       |

|   |             |
|---|-------------|
| ✓ | KRAFT       |
|   | LINDER      |
|   | MITCHELL    |
|   | MOE         |
|   | PETERSON    |
|   | PETTIGREW   |
|   | POSTON      |
|   | PRESS       |
|   | SCHLESINGER |
|   | SCHNEIDERS  |
|   | STRAUSS     |
|   | VOORDE      |
|   | WARREN      |

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

November 22, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: Bob Lipshutz *BL*

SUBJECT: Juanita Kreps' Memorandum of November 21 to You Relating to the "Rosenthal Document Request"

The Secretary of Commerce has sent you this written report, consisting of a two-page memorandum to you and a copy of a three-page letter from her to Congressman Rosenthal.

The Attorney General and I have been involved in this matter with the Secretary over the past two or three weeks and she is making a proposal to Congressman Rosenthal to handle this matter in the same way by which the Secretary of Defense handled a similar matter quite recently with Congressman Stratton. The Secretary of Defense was successful in his efforts and I would hope that the situation here can be resolved in the same manner.

I am following up this matter with the General Counsel for the Department of Commerce, and coordinating with the Legal Counsel of other Departments which have an interest: State; Justice; and Treasury.

Rick Hutcheson has Secretary Kreps' memorandum to you, along with the letter from her to Congressman Rosenthal, should you wish to review these documents at this particular time.

Electrostatic Copy Made  
for Preservation Purposes

710



THE SECRETARY OF COMMERCE  
Washington, D.C. 20230

## INFORMATION

November 21, 1977

### MEMORANDUM TO THE PRESIDENT

Subject: Rosenthal Document Request

This memorandum is in response to several questions raised at this morning's Cabinet meeting. We today delivered to Congressman Rosenthal a number of documents and summaries of documents. Consistent with a recent Defense Department response to Congressman Stratton's request for sensitive documents, we have provided only summaries of documents involving communications with foreign governments and interagency policy-deliberative documents. We have also outlined conditions under which Rosenthal, as Subcommittee Chairman, may personally inspect the originals of those documents.

As a legal matter, the only grounds on which Executive Branch officials can withhold documents from Congress is Executive privilege. Because of the connotations this term has acquired since Watergate, it is preferable for us to couch our response in other terms, such as separation of powers. As previously reported, we and Justice agree that in this case our legal position is sound.

Perhaps as important as our legal position, however, is the political likelihood of a committee vote to subpoena the withheld documents (since this would occur before any court test of our legal position).

Congressman Benjamin Rosenthal, Chairman of the Commerce, Consumer and Monetary Affairs Subcommittee of the House Committee on Government Operations, is interested not only in the documents themselves but in making sure that he does not set a precedent in accepting partial information from the Executive Branch that would give away Legislative Branch




prerogatives to Executive Branch information. Congressman Waxman of California, the most junior member of the Subcommittee, is primarily interested in proving his belief that there is no such thing as Executive privilege. He was involved in the subpoena of Rogers Morton and would like to become involved again.

The three Republicans on this Subcommittee -- Garry Brown of Michigan, Clarence Brown of Ohio and Tom Corcoran of Illinois -- see partisan advantage to the confrontation and appear to be willing to back the Waxman approach. The other six members of the Subcommittee -- Cardiss Collins (Ill), Robert Drinan (Mass), Elliott Levitas (Ga), David Evans (Ind), Roby Moffitt (Conn), and Fernand St Germain (RI) -- have not yet committed on this issue. Rosenthal will present the Administration's offer when his Subcommittee members return to Washington November 28.

If the Subcommittee decides that the offer is unacceptable and that they want more information, they will proceed in one of two directions: (1) Rosenthal said that he might then take it to the President, who he believes will turn the materials over to the Committee; or, following a Subcommittee vote, (2) ask the Chairman of the full Government Operations Committee, Jack Brooks of Texas, to issue a subpoena for the documents.

Our investigations into Chairman Brooks receptiveness to such a request for subpoena finds a mixed response. While Chairman Brooks strongly believes in the Legislative Branch's prerogative to see any Executive Branch document, he also believes in compromising on the documents question if he believes the Executive Branch is being reasonable. White House Congressional Liaison (Bill Cable) is trying to get a more definitive reading of Brooks' likely response.

  
Juanita M. Kreps



**THE SECRETARY OF COMMERCE**  
Washington, D.C. 20230

November 21, 1977

Dear Mr. Chairman:

This is in response to your request of November 1, 1977 for a variety of documents relating to the anti-boycott amendments to the Export Administration Act, proposed regulations implementing those amendments, and a recent trip on which Department officials briefed Mideast government officials on the new law and the proposed regulations.

In promulgating regulations implementing the new anti-boycott amendments to the Export Administration Act, the Department of Commerce has gone to considerable lengths to permit full and open public comments. Although exempt under this Act from the formal rulemaking requirements of the Administrative Procedure Act, the Department has nonetheless chosen to have a full public comment period and to require that all public comments, oral as well as written, be a part of the public record. In addition, the Department took the unusual step of inviting public comments prior to, as well as subsequent to, the publication of proposed regulations. As a result, we have received extensive comments. As you are aware, the Department has already made available to your subcommittee copies of approximately 2,000 pages of public comments received prior to the publication of proposed regulations. All public comments received since proposed regulations were published are likewise a matter of public record and are available to your subcommittee.

Your November 1 request asks for additional documents, including communications from foreign governments, notes of meetings with foreign government officials, and interagency policy-deliberative documents. Our response, described in the paragraphs that follow, is designed to assure that your subcommittee will have access to all information necessary for the discharge of its responsibilities. Although there are strong competing considerations, we have sought in our response to accommodate your subcommittee's interests.

Accordingly, we are furnishing your subcommittee with a list of all foreign government officials with whom Department of Commerce officials met on their recent briefing trip to Mideast countries. In addition, we are furnishing full copies

of many of the documents covered by your request. This includes various internal documents, embassy cables, and personal notes of briefings and meetings. These documents are sensitive, internal papers and are furnished on the understanding that they are for the subcommittee's use and that the subcommittee intends not to release them publicly. As to those documents that bear security classifications, it is further understood that the subcommittee will honor those classifications and protect the confidentiality of those documents.

With respect to the remainder of the documents covered by your request, competing interests must be considered. The Department has responsibilities and interests in protecting the confidentiality of certain categories of documents, e.g., it is incumbent upon this Department to honor the confidentiality of government-to-government communications. In this case, the Department's notice of proposed rulemaking expressly stated that communications from foreign governments would not be a matter of public record. Not only is this Department obliged as a matter of law to follow its own rules, but foreign government communications were submitted in reliance on our assurance of confidentiality. Indeed, since your subcommittee's October 23 hearing, several foreign governments have expressly requested that their communications be kept confidential. In addition, an important interest is to be served in maintaining the confidentiality of interagency policy-deliberative documents. Interagency discussions in the process of policy formulation must likewise be free from public scrutiny lest the full and candid consideration of policy alternatives be harmfully chilled.

Accordingly, the Department will make information of this particularly sensitive character available to the subcommittee under the same procedures agreed to by other Congressional committees under similar circumstances. We have prepared for your subcommittee detailed summaries of all of these documents, deleting from those summaries the names of countries and government officials. The summaries will place before the subcommittee all of the substantive information it has requested but will do so without violating our government's pledges of confidentiality. These summaries are being furnished the subcommittee on the same basis as the original documents described above.

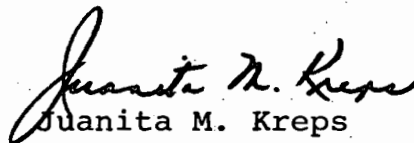


In addition, in order to eliminate any question with respect to the accuracy of the summaries provided, we shall make arrangements for you, the subcommittee chairman, personally to inspect the originals with my representative. This review will be without any verbatim record or reports, with adequate protection within the subcommittee of the fact that inspection has been made, and on the understanding that this will end the subcommittee's inquiry with respect to these particular documents.

The foregoing arrangement is on the understanding that by providing for inspection the Department does not waive any of its rights or prerogatives in the event these documents are sought formally by the subcommittee. We further understand that the subcommittee, by agreeing to this procedure, does not waive any of its rights or prerogatives with respect to future requests for other documents.

I appreciate the interest of your subcommittee in this subject, which is one of this Department's most important responsibilities. The issue that is of paramount importance, of course, is the publication of final regulations that fairly implement Congress' intent in enacting meaningful anti-boycott legislation.

Sincerely,

  
Juanita M. Kreps

Enclosures

Mr. Benjamin S. Rosenthal  
Chairman  
Subcommittee of the Committee  
on Government Operations  
Washington, D. C. 20515

THE WHITE HOUSE  
WASHINGTON

November 22, 1977

The Vice President  
Stu Eizenstat  
Hamilton Jordan  
✓ Bob Lipshutz  
Frank Moore (Les Francis)  
Jack Watson

The attached is forwarded to you for  
your information.

Rick Hutcheson

ROSENTHAL DOCUMENT REQUEST

9/25/77 12/16/77

THE WHITE HOUSE  
WASHINGTON

|  |                           |
|--|---------------------------|
|  | FOR STAFFING              |
|  | FOR INFORMATION           |
|  | FROM PRESIDENT'S OUTBOX   |
|  | LOG IN/TO PRESIDENT TODAY |
|  | IMMEDIATE TURNAROUND      |

| ACTION | FYI |           |
|--------|-----|-----------|
|        |     | MONDALE   |
|        |     | COSTANZA  |
|        |     | EIZENSTAT |
|        |     | JORDAN    |
|        |     | LIPSHUTZ  |
|        |     | MOORE     |
|        |     | POWELL    |
|        |     | WATSON    |
|        |     | LANCE     |
|        |     | SCHULTZE  |

|  |   |
|--|---|
|  | ENROLLED BILL   |
|  | AGENCY REPORT   |
|  | CAB DECISION  |
|  | EXECUTIVE ORDER   |
|  | Comments due to<br>Carp/Huron within<br>48 hours; due to<br>Staff Secretary<br>next day |

|  |            |
|--|------------|
|  | ARAGON     |
|  | BOURNE     |
|  | BRZEZINSKI |
|  | BUTLER     |
|  | CARP       |
|  | H. CARTER  |
|  | CLOUGH     |
|  | FALLOWS    |
|  | FIRST LADY |
|  | HARDEN     |
|  | HUTCHESON  |
|  | JAGODA     |
|  | KING       |

|  |             |
|--|-------------|
|  | KRAFT       |
|  | LINDER      |
|  | MITCHELL    |
|  | MOE         |
|  | PETERSON    |
|  | PETTIGREW   |
|  | POSTON      |
|  | PRESS       |
|  | SCHLESINGER |
|  | SCHNEIDERS  |
|  | STRAUSS     |
|  | VOORDE      |
|  | WARREN      |

Hard to see if any comments  
from HS, RM, VT at all

**JANUARY  
ATWELL'S  
FURNITURE  
MAGAZINE  
STORAGE  
HOUSE**

[illegible]

THE WHITE HOUSE  
WASHINGTON  
November 22, 1977

Hamilton Jordan

The attached was returned in the President's outbox. It is forwarded to you for appropriate handling.

Rick Hutcheson

RE: ADVISORY COUNCIL FOR THE  
WHITE HOUSE CONFERENCE ON  
BALANCED NATIONAL GROWTH AND  
ECONOMIC DEVELOPMENT

cc: Jim Gammill

THE WHITE HOUSE  
WASHINGTON

*Don't - to 2 pgs only*

|   |                           |
|---|---------------------------|
|   | FOR STAFFING              |
|   | FOR INFORMATION           |
| X | FROM PRESIDENT'S OUTBOX   |
|   | LOG IN/TO PRESIDENT TODAY |
|   | IMMEDIATE TURNAROUND      |

| ACTION | FYI |           |
|--------|-----|-----------|
|        |     | MONDALE   |
|        |     | COSTANZA  |
|        |     | EIZENSTAT |
| X      |     | JORDAN    |
|        |     | LIPSHUTZ  |
|        |     | MOORE     |
|        |     | POWELL    |
|        |     | WATSON    |
|        |     | LANCE     |
|        |     | SCHULTZE  |

|  |                 |
|--|-----------------|
|  | ENROLLED BILL   |
|  | AGENCY REPORT   |
|  | CAB DECISION    |
|  | EXECUTIVE ORDER |

Comments due to  
Carp/Huron within  
48 hours; due to  
Staff Secretary  
next day

|  |            |
|--|------------|
|  | ARAGON     |
|  | BOURNE     |
|  | BRZEZINSKI |
|  | BUTLER     |
|  | CARP       |
|  | H. CARTER  |
|  | CLOUGH     |
|  | FALLOWS    |
|  | FIRST LADY |
|  | HARDEN     |
|  | HUTCHESON  |
|  | JAGODA     |
|  | KING       |

|  |             |
|--|-------------|
|  | KRAFT       |
|  | LINDER      |
|  | MITCHELL    |
|  | MOE         |
|  | PETERSON    |
|  | PETTIGREW   |
|  | POSTON      |
|  | PRESS       |
|  | SCHLESINGER |
|  | SCHNEIDERS  |
|  | STRAUSS     |
|  | VOORDE      |
|  | WARREN      |

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

*Ham*  
*J*

November 22, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *H.J.*  
SUBJECT: Advisory Council for the White House  
Conference on Balanced National Growth  
and Economic Development

The White House Conference on Balanced Growth and Economic Development is mandated by legislation sponsored by Senator Jennings Randolph and signed late last year. The law authorized the President to appoint an Advisory Council to serve through the duration of the Conference. The Council is to consist of fifteen members, of whom not less than five are to represent the business community in the private sector. In addition to these fifteen members, the Secretaries of the Departments of Commerce, Agriculture, and Housing and Urban Development, are to serve in an ex-officio capacity.

The Conference will be held from January 19 to February 2, 1978. The Governors of all fifty states will recommend a total of 375 individuals to participate in the Conference. An additional 125 participants will be chosen later by the Conference directors. A special invitation will be extended to each Governor.

The purpose of the Conference is to discuss alternative methods of achieving balanced growth and increased economic development. The main purpose for the Advisory Council is to help plan the events of the Conference and to stimulate interest and activity in the Conference by the participation of its members.

**Electrostatic Copy Made  
for Preservation Purposes**

Jack Watson, Jane Frank, and staff members from Commerce have worked together on the Conference agenda and have reviewed Advisory Council candidates with the Presidential Personnel Office.

The attached slate comprises business and labor leaders, elected officials, and other individuals with considerable interest and expertise in the areas to be emphasized during the Conference. In addition, Jack Watson has asked Governor Jay Rockefeller if he would be willing to serve as Chairman of the Advisory Council, if you so desired.

RECOMMENDATION:

Appoint the attached slate to the Advisory Council for the White House Conference on Balanced National Growth and Economic Development.

APPROVE: ✓

DISAPPROVE: \_\_\_\_\_

*Ham - Let's keep  
Mayor Hofheim (Houston)  
in mind for something  
important -  
J*



CHAIRMAN:

JOHN J. ROCKEFELLER, IV: (West Virginia) Governor of West Virginia. Former member of the West Virginia House of Delegates and former Secretary of State for West Virginia.

MEMBERS:

JOHN LYONS: (Washington, D. C.) President of the International Union of Electrical, Radio and Machine Workers. Formerly a member of the advisory committee on Juvenile Justice and Delinquency Prevention. Former member of the Taft-Hartley Labor-Management Panel, the labor advisory committee for the President's Committee on Equal Employment Opportunity and the National Manpower Advisory Committee.

LEO T. McCARTHY: (California) Speaker of the California Assembly. Formerly a member of the San Francisco Board of Supervisors. Present chairman of the Joint Legislative Committee on Aging in Washington, D. C. and Chairman of the Assembly Labor Relations Committee in California.

BARBARA B. REAGAN: (Texas) Professor of Economics at Southern Methodist University. Presently a member of the Board of Editors for the Journal of Economic Literature, the Southwestern Assembly on the Role of Women in the Economy, and the Dallas Urban League.

WILLIAM C. NORRIS: (Minnesota) Chairman of the Board and Chief Executive Officer of the Control Data Corporation and Director of Commercial Credit Company. Present Vice Chairman of the Rumania-U. S. Economic Council. Former Vice President and General Manager of Univac Division of the Sperry Rand Corporation in St. Paul, Minnesota. (Business representative.)

DON RICE: (California) President of the RAND Corporation in Los Angeles, California. Present member of the National Science Board, Former Assistant Director of the Office of Management and Budget from 1970-72. (Business representative.)

FRANK THOMAS: (New York) Attorney. Former President and Chief Executive Officer of the Bedford-Stuyvesant Restoration Corporation in Brooklyn, New York. Formerly, Assistant U. S. Attorney for the Southern District of New York. (Business representative.)

CHARLES E. BISHOP: (Arkansas) President of the University of Arkansas. Former Vice President of the American Agricultural Economic Association. Present Co-chair on the Board of Directors for the National Rural Center. Executive Director of President Johnson's National Advisory Commission on Rural Poverty.

ALFREDO GUTIERREZ: (Arizona) Majority Leader for the Arizona State Legislature. Former voluntary director of the Barrio Youth Program in Phoenix, Arizona.

LELAN F. SILLIN, JR. (Connecticut) Chairman of the New England Utilities in Hartford. Former President of the Central Hudson Gas and Electric Corporation. Member of the Steering Committee of the National Urban Coalition. (Business representative.)

KATHERINE G. PEDEN: (Kentucky) Industrial and community development consultant in Louisville, Kentucky. Member of the American Industrial Development Council. Former President of the Unex Building Systems, Incorporated and former Commissioner of Commerce for the State of Kentucky. (Business representative.)

MAYNARD JACKSON: (Georgia) Mayor of Atlanta.

DORIS B. HOLLEB: (Illinois) Director of the University of Chicago's Metropolitan Institute and Research Associate at the University's Center for Urban Studies. Commissioner of the Northeastern Illinois Planning Commission. Former economic consultant to the Chicago Department of Development and Planning and a former economist for the research division, international section, of the Federal Reserve Board, Washington, D. C.

DAVID J. FITZMAURICE: (Washington, D. C.) President and Executive Board member of the International Union of Electrical, Radio and Machine Workers. Director of the American Arbitration Association, Health Security Action Council, the American Immigration and Citizenship Conference, and the Full Employment Action Council and the Industry-Labor Council of the White House Conference on Handicapped Individuals.

LIDIA L. SELKREGG: (Alaska) Professor of Regional Planning at the University of Alaska. Member of the Alaska Geological Society. Member of the National Association for Housing and Redevelopment Officials and the Alaska Growth Policy Council. Presently serves as a member of the Assembly of the Anchorage Municipality.

THE WHITE HOUSE  
WASHINGTON

November 22, 1977

Hamilton Jordan

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

RE: BOARD OF DIRECTORS OF THE  
INTER-AMERICAN FOUNDATION

cc: Jim Gammill

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

November 22, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *H.J.*  
SUBJECT: Board of Directors of the Inter-American  
Foundation

The Inter-American Foundation is affiliated with the State Department and supports private, regional and international organizations in self-help projects.

The Board of Directors has seven members who are nominated to the Senate and serve six-year terms. Four of the members are from private life, and three are Government officials. Two of the private citizens and the three Government people need to be replaced. The terms of the Chairman and the Vice-Chairman have both expired.

Since the Board must make judgments on proposals and projects that aid development in poor or deprived areas, it is necessary that the members have some experience in development-type projects. We feel that the members should also have spent some time in Latin America. We believe we have found two people capable of filling the positions for private citizens.

Peter Jones, who has recently joined Levi Strauss as Senior Vice President, had been with W. R. Grace in Peru and Chile since 1965. Mr. Jones worked for the U.S. Government from 1961 - 65 in the White House, A.I.D., Department of Commerce in Trade Policy and the Committee for the Alliance for Progress. While

in South America, Mr. Jones helped form COPPA, which advises local farmers and businessmen on development and finances. Most recently Mr. Jones has been very helpful to Esther Peterson in trying to set up the new Consumer Agency and to explain its importance to members of Congress.

Alberto Ibarguen is an attorney in practice in Connecticut. He founded the legal assistance program for Hispanic persons and directed it for over a year. He worked for the Peace Corps for four years in South America and spent one summer working in the Washington office of the Inter-American Foundation. Mr. Ibarguen was born in Puerto Rico, but he has been living in the United States.

For the three positions of Government people, we recommend Terence Todman, Assistant Secretary of State for Latin America, Arnold Nachmanoff, Deputy Assistant Secretary of the Treasury for Developing Nations, and Carolyn Payton, Associate Director of Action for International Operations. All five of these people have been chosen with the concurrence of the Foundation Director, Bill Dyal, and the National Security Council specialist for Latin America, Bob Pastor.

There are two people interested in being appointed to this Board who were very active campaign workers: Carl Ross of Mexico City, and Franklin Lopez of Puerto Rico. We do not recommend them, because they each reside in areas that benefit from the Foundation and that might be perceived as a conflict. Also, Lopez has had no real experience in development programs and Ross has had no experience with programs for the underprivileged.

There are two continuing members of the Board. One is Manuel Caldera, a businessman from California who has been serving only a year. The other member is Charles Meyer, former Assistant Secretary of State for Latin America. Mr. Meyer has been on the Board for more than three years and has been an active member making a good contribution.

For the position of Chairman, we recommend Peter Jones;  
and for Vice-Chairman, Charles Meyer.

RECOMMENDATION:

Appoint as members: Terence Todman  
Arnold Nachmanoff  
Carolyn Payton  
Peter Jones  
Alberto Ibarquen

☒ approve ☐ disapprove

Appoint: Peter Jones, Chairman  
Charles Meyer, Vice-Chairman

☒ approve ☐ disapprove

*Have - Carl Ross has helped  
us - early -*



EXPERIENCE OF PETER T. JONES RELATING TO  
INTERNATIONAL BUSINESS

Much of my work with Sullivan and Cromwell, the Kennedy-Johnson Administrations and W.R. Grace, has been related to my primary interest - international business operations and their expansion, as set forth below.

Sullivan and Cromwell (1957-1961)

New Investments (including acquisitions, mergers, licensing, market and investment surveys), and work related to the Supervision of Existing Investments.

For Cluett Peabody work included a joint venture in Peru and licensing matters in Japan, India, Australia, Venezuela, Colombia, Peru and Mexico. This involved not only the negotiating and drafting of licensing and service agreements but also analysis and recommendations concerning certain marketing, sales, advertising, pricing, production, quality control, delivery, royalty, export and foreign exchange problems, as well as alternative forms of doing business. Part of this concerned devising and improving techniques for effectively supervising the licensee -- enterprise in which Cluett at times also was a minority stockholder. Operating and financial reports, inspection and visitation rights, sample testing for quality control, a separate marketing company for the licensed product where the licensee also manufactured competing products on which no royalty was paid, etc. I also dug out and evaluated preliminary marketing and investment data for possible investments in India, Nigeria, Ghana and Mexico.

Similar but less extensive work was done for Van Raalte with regard to their Italian and Colombian operations.

For Bridgeport Brass, in addition to general corporate legal work, participated in (1) the over-all commercial and financial evaluation, pricing, negotiation and drafting of agreements with regard to their management agreement and \$ 3,500,000 acquisition of the Seymour Manufacturing Company; (2) the tax and related planning and establishment of their Swiss headquarters for technical services, and (3) the transfer to the Swiss Company of their 80% interest in an Italian tire-valve company which was to sell throughout the Common Market. Subsequently participated in the merger of Bridgeport into the National Distillers and Chemical Corporation which involved the usual prospectus-type analysis and description of the two businesses and their financial condition.

Some general work for American Metals Climax also included tariff and trade matters and problems concerning their African mining



properties which provided some further insight into international commerce. Also did a limited amount of work for Kennecott Copper, including some anti-trust work involving marketing practices.

In addition to general legal work for United Stores I then participated in its merger with McCrory-McLellan Stores which involved financial as well as legal work. The foregoing was supplemented by a general corporate practice for a number of other clients which strengthened my capacity to assess certain strengths and weaknesses of an enterprise, especially in its legal, financial and marketing aspects and over-all position in its industry and general economic environment.

My travels for various clients included trips to Japan, Mexico, Canada, England and Norway. My trip to Japan involved work for a Japanese client in the tourist business that I brought into the firm, incorporated in the U.S. and then assisted in a study of the commercial, financial and managerial aspects of proposed hotel projects in Tokyo and Kyoto, the latter in conjunction with Pan American's Inter-Continental Hotel Corporation. Two other clients brought into the firm by myself were individuals primarily interested in exploring the feasibility of investments in small to medium size enterprises in Latin America. One trip to Mexico included the study of investment proposals in tourist facilities, small-scale construction and toys.

#### Underwriting and Placement of Securities.

For The First Boston Corporation, work included sinking fund external loan bond issues for such borrowers as Japan, the Kingdom of Norway, the City of Oslo and the Quebec Hydro-Electric Commission (guaranteed by the Province of Quebec). This required trips to Canada, England and Norway and the gathering and analysis of data on the economic, financial and political trends of various countries and political sub-divisions, as well as reporting on the project in question. It also provided insight into investment banking practices and problems including methods of placing securities of foreign borrowers in other foreign markets, the drafting and use of multiple-pay currency clauses, etc. Doing the legal work for each U.S. bond issue by the World Bank during this period as well as working on various public offerings by U.S. firms (e.g. Thiokol) added to this understanding.

#### Washington (1961-1964).

In Washington, part of my work entailed the analysis of those favorable and unfavorable economic, financial and trade conditions which attract or repel new equity or debt capital to the developing nations, as well as the design of certain incentives and safeguards which can to some extent offset certain negative factors. This was gained through work on problems of Aid, trade and investment in these areas.

My responsibilities also gave me some feeling for organization, administration and personnel management and the way to go about setting up new entities and institutions and mobilizing individuals and groups in a new common undertaking, such as the design and passage of a law or creation of a new division.

AID. As Executive Assistant to the Director of AID, I participated in the evaluation of economic and political conditions in individual countries; the design and establishment of development programs and projects; and the planning, drafting and Congressional presentation of the Aid Act of 1961. The latter reorganized the Aid program and Agency and expanded the incentives and safeguards aimed at stimulating a greater flow of U.S. private investment to the developing countries.

Trade. As Deputy Assistant Secretary of Commerce for Trade Policy, that Department's role in the design, drafting and presentation to Congress of the Trade Expansion Act of 1962 was my responsibility. This included, among other things, the writing of the Administration's basic presentation to the Congress and its explanation to most members of the House and Senate and many industry and citizen groups in some 35 states. This in turn required an analysis of the economic profile (including production, markets, labor force, etc.) and the importance of trade for each of these states. Special attention was also given to the over-all U.S. stake in world trade, often on an industry by industry basis, coupled with a detailed focus on tariff and non-tariff barriers employed by other nations for controlling imports. The whole experience provided additional insight into the methodology and problems of international trade, business and investment, which was later supplemented by my involvement in the creation and operation of the President's Export Expansion Program.

Investment. As the Administration's representative on the Commerce Committee for the Alliance for Progress (COMAP), I worked on a study on the impact of devaluation on earnings and investment flow and proposals for local currency loans, the tax investment credit, tax sparing and a new type of U.S. Corporation to make direct or portfolio investments in Latin America without paying U.S. taxes until earnings were distributed to the shareholders, providing profits were reinvested in Latin America.

Grace (1965 to date).

My experience with Grace falls roughly into three broad categories:

First Year: As part of the Peruvian Territorial Management (Apoderado of Grace-Peru and member of Board of Directors of Paramonga and Cartavio Ltd.), supervised, analyzed, evaluated and reported on Grace's existing investments in Peru: (food, fishmeal, paper-box-packaging, chemicals, sugar, textiles, paint and distribution). During this period considerable work was also done in the

area of labor and personnel relations including planning, guiding and participating in annual wage negotiations with the union and coordinating the preparation of an action plan and campaign to revise the labor code, especially with regard to excessively rigid fringe benefits which often made labor-intensive industries prohibitively costly. Was also in charge of the sugar industry's successful campaign to obtain a substantially larger U.S. sugar quota. This required a detailed analysis of the workings of the world sugar market, plus work in Washington and Geneva.

Second and Third Years: Had P. & L. and over-all Managerial responsibility for Grace's Peruvian fishmeal operations. Also made several new investments, i.e. analyzing, preparing, negotiating and then managing separate acquisitions of (1) another fishmeal factory and fleet, owned by a Frenchman; (2) a separate fleet of 5 boats managed and partially owned by Chileans; and (3) a new stickwater plant from Norway and various smaller capital assets from the U.S. such as boilers, etc. Many other plans for expansion, merger and diversification were explored and rejected.

The fishmeal company I ran was an active joint venture with three separate groups of Peruvian stockholders. The Executive Committee meetings, held weekly under my chairmanship, were usually attended by 3 to 4 Peruvians representing the Board, one Norwegian, one Scot, one Swiss and, at times, our Italian plant Manager.

During these two years, by means of a sweeping cost reduction program, controllable per ton factory costs in dollars were substantially lowered (in one plant from \$ 37.43 in 1965 to \$ 33.09 in 1967 and in the newly acquired plant from \$ 37.91 in 1966 to \$ 31.40 in 1967). This occurred in spite of a 29% inflation during these two years and with the equivalent of a 15% devaluation in 1967 (the conversion rate used in 1966 was S/ 26.80 to 1 and for 1967 30 to 1). In addition, all-important factory yields were improved markedly; the labor force was substantially reduced, management upgraded (a new-type senior management contract was introduced to Grace-IA for the first time), purchasing overhauled and the capital structure strengthened. In marketing, I personally put the company into the world market for sale of our fishoil for the first time and substantially increased our sales of fishmeal in the Peruvian market, where through emphasis on improved quality and service we obtained a premium price over the world market of \$ 11 per ton in 1966 and \$ 12 per ton in 1967.

However, the industry was hit with very sharp tax increases in 1966 and 1967 and a severe drop in the world and local price for fishmeal and fishoil, a factor which is beyond the control of the entire industry in spite of major efforts to influence the downward trend. (The world price we received for meal dropped from \$ 125 in 1966 to \$ 94 in 1967 and the local market price followed, dropping from \$ 136 in 1966 to \$ 106 in

1967. The single price structure for fishoil dropped from \$ 116 in 1966 to \$ 69 in 1967). This, coupled with my forecast of continued over-capacity in the industry and a continued cost/price squeeze led to my recommendation for divestment.

Fourth Year: Together with the President of Grace-Chile, I have had P. & L. supervisory and reporting responsibilities for a chemical, edible oil and sugar refining company and a fishmeal company (both with minority stockholders) as well as for our 100% owned nation-wide distribution company. We also have a service and staff relationship with our majority-owned joint-venture in a cookie and candy business, and supervisory responsibilities for our minority investments in paint and edible oil refining businesses.

During the first nine months in Chile my emphasis was concentrated primarily on making improvements throughout the territory with regard to our major problem areas: (1) marketing and sales, (2) cost reduction, (3) foreign exchange and tax matters, (4) industrial relations, (5) public relations, and (6) the adverse impact of rapid devaluation and its causes on all our operations. These efforts combined with those of many others already are showing some favorable results including, for example, a reduction in the losses of our resin plant from \$ 511,000 in 1967 to \$ 200,000 (estimated) in 1968 and the turn around of our edible oil operation from a \$ 40,000 loss in 1967 to an estimated \$ 125,000 profit in 1968.

But Chile has a badly deteriorating investment climate including inflation and devaluation of 30% or more this year (first forecast by myself), credit shortage, wage-price squeeze, a political trend to the left and little prospect for any marked improvement in the short to medium-term future. As a result, divestment rather than investment is the focus. Sale of our chemical-edible oil-sugar company has just been carried out and further retrenchment is now being implemented in accordance with the recommendations of myself and others.

In sum, much of the foregoing P. & L. responsibility and related experience has involved analysis, judgements and responsibility regarding return on gross assets and stockholder capital employed, budgeting, marketing, industrial relations, tax planning, devaluation, inflation, market studies and forecasts, sales and marketing training programs, cost reduction programs, interest burdens, per unit contribution margins to fixed costs, pricing, cash flows, income statements and balance sheets, capital structures, local currency and dollar debt and equity financing, quality control, production and selling expenses, general administration, reporting, forecasting of economic and political trends, and the recruitment and training of first-class people whenever possible.

It might be added that my interest in international business operations and their expansion has not only been fed by my professional

work but has also been nourished in my spare time. For example, while in New York I formed an investment study group to explore investment possibilities in Latin America. In Lima I formed a small investment and development foundation which was formally recognized by the Industrial Bank as its agent for the purpose of generating loans to small and medium business in a region 100 miles to the north. As President of the U.S. Chamber of Commerce in Chile, I am currently engaged in a similar project here to establish a secondary credit institution for loans for small to medium new investments to help strengthen the private sector.

ALBERTO IBARGUEN

Address: 1368 Hebron Avenue  
Glastonbury, Connecticut 06033  
Home: (203) 633-6375  
Work: (203) 247-5757

Education: University of Pennsylvania Law School

Degree: J.D., 1974. Admitted to practice in the State of Connecticut and the United States District Court for the District of Connecticut, 1974.

Legal Writing Instructor, 1973-74.

Wesleyan University

Degree: B.A., History, 1966

Editor-in-chief, Wesleyan Argus; Member, Wesleyan Committee on Civil Rights, Alumni Council Student Relations Committee; Participant, Wesleyan-Tuskegee Exchange.

Employment: January 1977 to present. Partner in the law firm of Cloud & Ibarguen

November 1975 to December 1976. Executive Director and General Counsel, Connecticut State Elections Commission. Administer all Commission activities including investigations of election law violation allegations; counsel to the Commission on Advisory Opinions and legislative recommendations.

September 1975 to December 1976. Lecturer, University of Connecticut Graduate School of Social Work

August 1974 to November 1975. Director, Puerto Rican Center for Justice. Founded legal assistance program for Hispanic persons in the Greater Hartford area, focusing on broad impact litigation, legal referral and outreach service, and legal counsel to Community groups and organizations.

May 1973 to August 1974. Legal Assistant, Pennsylvania Department of Environmental Resources. Investigative research related to the regulation of strip mining.

June 1972 to September 1972. Acting Program Director, Interamerican Foundation. Review and preliminary selection of requests for financing experimental social development projects in Latin American and the Caribbean.

February 1969 to August 1971. Program and Training Officer, Peace Corps, Colombia. Responsible for program design for the coordination of training of approximately 475 persons over two and one half years. Program areas included management assistance to small businesses and public institutions, agricultural and cooperative extension, nursing education, and urban planning.

September 1966 to November 1968. Peace Corps Volunteer, Amazon Territory, Venezuela. Organized, managed and trained personnel to operate marketing and consumer cooperative involving export of local product to European markets.

Other

Activities: Trustee, Connecticut Public Television; Member, Executive Committee, Connecticut Commission on the Arts; Corporator, Hartford Hospital; Board Member: Connecticut Bank & Trust Company  
Hartford Regional Board, United Way of Greater Hartford, Puerto Rican Center for Justice; Member, Greater Hartford Chamber of Commerce Committee on Affirmative Action.

Languages: Native fluency in Spanish and English. Good ability in French.

Personal

Data: Born: 29 February 1944  
Rio Piedras, Puerto Rico

Married, one child.

References: Available on request.



GRENADA - JOLLAND = PM GARY  
HUMRIS - CARIB TANK FORCE  
STRANGE ENCOUNTERS

FINLAND = ILONIEMI  
fm BELGRADE

(diplomatic  
credentialed  
presentation  
11/29/77)

ETHIOPIA AYALEW

BOTTOM - NOW A -

OGADEN = NO ARMS

FRANCE de LABOULAYE

BORN US BRAZ-TAP → US

M.D.E. SAHARA - TRIP SYRIA

Medal of Science Award  
Eng / Science 11/29/77

1959 - Highest

PHYS. BIO. SOC. - ENG

15 FOR 1976

JC - AG - SC - ENG - BUS - POL

QUAL EQUIPT ↓

# TOP RESEARCH CENTERS

YOUNG SC FACULTY 68/75  
43/27

DEPT BUDGET PRIORITY

LESS PAPERWORK, ETC

HOT COLLEGE AID

CONFIDENCE -

INTERNATIONAL



1000AM

THE WHITE HOUSE

WASHINGTON

November 22, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: BARRY JAGODA *B.J.*  
SUBJECT: HUD Taping, 10:00 am,  
Wednesday, November 23, 1977  
Balcony - Room 308, EOB

This taping is for your brief appearance in a film being co-produced by the National League of Cities and HUD. You had previously agreed, in a conversation with Secretary Pat Harris, to participate in a film on the cities.

The thesis of the half-hour film is that cities are a national resource that must be conserved and used wisely. "Urban conservation" embraces everything from neighborhood housing rehabilitation to downtown revitalization, mass transport to drug abuse prevention.

Your remarks, prepared by Jim Fallows, will be on a teleprompter but we will not prepare the teleprompter copy until you have approved or revised the attached. The film producers wanted you to ad lib, but that is unnecessary. You have the option, however, of taping this twice and speaking extemporaneously the second time if you choose. Please wear an overcoat or a raincoat because we hope to tape this on a balcony with the city of Washington in the background.

# # # # #

Electrostatic Copy Made  
for Preservation Purposes

Electrostatic Copy Made  
for Preservation Purposes

HUD TAPE - 11/23/77

Through most of our history, Americans have thought of themselves as a frontier people. Our nation was built by conquering <sup>the</sup> wildernesses and working <sup>on</sup> farms. Those are real and valuable parts of our national experience, and we ~~rightly~~ honor the values they represent.

But we cannot afford to overlook how many of our achievements and how much of our character rest on our cities. <sup>In the cities</sup> ~~That is where~~ new ideas have been generated, ~~It is where our~~ books and plays have been written, and ~~where~~ our universities <sup>have grown up.</sup> ~~grew up.~~ Our cities are where our system of finance and enterprise developed; they are where many of our ancestors learned to be Americans.

There is no <sup>other</sup> single part of our country <sup>where we find</sup> ~~that contains~~ so much of the vitality, and the contrast, and the promise, and the challenge of our nation as <sup>in</sup> one of our large cities. To the rest of the world, <sup>The cities</sup> ~~they~~ are our symbols. They are part of every American, no matter whether we live on the farm, in the suburbs, or in the cities themselves. Our determination to preserve what is best in them, to meet their challenges, and to face squarely their complexity is a measure of our character as individuals and as a nation.

In the last few years we have learned about conservation. We recognize that our resources are precious, and that we must carefully control their use. We must also realize that

our cities are among our most basic and valuable resources, and that the only thing more precious is the talent of the people who live there. We cannot afford to let either of those resources go to waste. It is more difficult to maintain the health of a city than to guard a natural resource, because a city is a living, complex organism, held together by fragile bonds. But we can do it -- by building on healthy neighborhoods, by making the wisest possible use of the structures, industries, and human relations that already exist, and, most important, by using our limited public resources to bring jobs to the people there.

The cities' gift to us is their creativity and their sense of community. Our duty to them is to make our cities represent America as it should be, not just as it is.

# # #

THE WHITE HOUSE  
WASHINGTON

Hold for

rewrite,

exp 6/30pm

new version submitted

THE WHITE HOUSE

WASHINGTON

November 22, 1977

MEMORANDUM FOR: THE PRESIDENT

FROM: STU EIZENSTAT *Stu*  
JIM FALLOWS

SUBJECT: Presidential Message for  
"Urban Conservation" HUD Film

Attached is a draft Presidential Message for "Urban Conservation" HUD film.

PRESIDENTIAL MESSAGE FOR "URBAN CONSERVATION" HUD FILM

Throughout much of our country's history, the resources on which we built our national prosperity seemed to be unlimited. We relied on our natural abundance of clean air and water, open land, and cheap energy to ensure the health of our farms, our small towns, and our great cities.

But in recent years we have come to realize that those resources are both precious and fragile. Their preservation, their continued abundance, will depend on the concerted action of our whole society. This is just as true of the resources of our cities as it is of our energy resources and our environmental values.

Not so long ago it was widely believed that the way to make city life better was to clear out slums, bulldoze neighborhoods, and build anew from the rubble up. The results of that effort were mixed at best. As a society, we have learned from that experience. We are still committed to the physical improvement of urban areas. But now, most of us understand that we can best revitalize our urban areas by building on the neighborhoods and buildings and ways of life that already exist.

Our country owes a debt to our cities. It has been in our cities that new ideas have been germinated, including the ideas that sparked the American Revolution. It is in the

cities that books and plays have been written--that commerce and enterprise have spurred our growth--that the great movements for social progress helping all Americans have begun. At their best, they are exciting and stimulating places in which to live, and all of us, city people and farm people and suburbanites alike, get the benefit of that stimulation and excitement.

Tearing down our cities--or letting them fall apart--is no solution to our urban problems. For the shape of our cities reflects the accumulated wisdom and experience of the millions of people who have built them and lived in them. That is why urban conservation is a crucial part of an overall urban strategy that strengthens the physical, economic, social, and human aspects of city life. If we make the wisest possible use of the people, neighborhoods, jobs, and buildings that already exist--and strengthen them by using our limited public resources to stimulate the creation of permanent jobs--then all the people of our cities can take the same sort of pride in where they live as the people you have seen in this film. The sense of community they share with their neighbors is what makes the physical assets worth preserving. That's what urban conservation is--using what we have to help our cities meet the needs and sustain the spirits of our people.

## THANKSGIVING STATEMENT

No people in history have been more fortunate than we, and for three hundred years we have offered Thanksgiving for our ~~country~~ <sup>blessings.</sup> Our forefathers gave thanks when their faith was all that sustained them at the edge of a hostile wilderness. Now we pause to offer thanks for the blessings we have received as individuals and as a nation.

Thanksgiving is traditionally a family occasion, but this year our thoughts turn beyond ourselves. We all give thanks for the gestures of good will in the Middle East, which we earnestly hope will lead to human understanding and to lasting peace.

This is also a time of sharing, when we remember those in our nation and around the world who do not share our good fortune. Much has been given to our nation, and much is expected of it by the hungry and the oppressed of the world.

**Electrostatic Copy Made  
for Preservation Purposes**